



County of Los Angeles CHIEF EXECUTIVE OFFICE

Kenneth Hahn Hall of Administration
500 West Temple Street, Room 713, Los Angeles, California 90012
(213) 974-1101
<http://ceo.lacounty.gov>

WILLIAM T FUJIOKA
Chief Executive Officer

February 2, 2010

To: Supervisor Gloria Molina, Chair
Supervisor Mark Ridley-Thomas
Supervisor Zev Yaroslavsky
Supervisor Don Knabe
Supervisor Michael D. Antonovich

From: William T Fujioka
Chief Executive Officer

A handwritten signature in black ink, appearing to be "WTF", followed by a stylized flourish.

Board of Supervisors
GLORIA MOLINA
First District

MARK RIDLEY-THOMAS
Second District

ZEV YAROSLAVSKY
Third District

DON KNABE
Fourth District

MICHAEL D. ANTONOVICH
Fifth District

QUARTERLY REPORT ON MAJOR PROJECTS AND INITIATIVES (FIRST QUARTER 2010)

On October 15, 2009, the Chief Executive Office provided to your Board information on seven major projects and initiatives as part of the County's continued efforts to improve the quality and efficiency of operations, services, communication, and information sharing. The information contained in the attached report provides a summary of the five additional projects:

- Census 2010 Outreach Effort;
- Risk Management Corrective Action Plans;
- Film L.A.;
- Feasibility of Hauled Water to New Residential Development; and
- Consolidation/Elimination of the Office of Public Safety.

This Office will continue to promote and pursue projects and initiatives under your Board's policy guidance that will improve operations and services. We will continue to advise your Board of the efforts via these quarterly reports. We also welcome your Board's feedback on what information is most valuable and useful.

If you have any questions or need additional information, please have your staff contact Ellen Sandt at (213) 974-1186 or esandt@ceo.lacounty or Martin Zimmerman at (213) 974-1326 or zimmerman@ceo.lacounty.gov.

WTF:ES:MKZ
FC:AW:pg

Attachment

c: All Department Heads

2010-02 - 02-02-10 Quarterly Report on Major Projects and Initiatives (First Quarter 2010)

"To Enrich Lives Through Effective And Caring Service"

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CHIEF EXECUTIVE OFFICE
QUARTERLY REPORT ON MAJOR PROJECTS AND INITIATIVES
(FIRST QUARTER 2010)

CENSUS 2010 OUTREACH EFFORT

Summary Description

The U.S. Census Bureau is required by the U.S. Constitution to count every resident in the United States every 10 years. In March 2010, the Census forms will be delivered to every residence in Los Angeles County. An accurate and complete count of every resident is essential in ensuring the County of Los Angeles receives its fair share of Federal funding, estimated at \$400 billion annually, for such needs as social services and infrastructure improvements.

Chief Executive Office (CEO) Role

CEO has established and is chairing a County Complete Count Committee (CCC) to promote and facilitate a complete and accurate Census 2010 count through an aggressive, targeted, and strategic outreach campaign to encourage participation of all residents of Los Angeles County, but specifically focused on hard-to-count populations. The CCC subcommittees established and coordinated by the CEO include the following:

- Unincorporated Areas;
- Homeless and Hard-to-Count populations;
- Government/City Partnership/Liaison; and
- Communications.

Some of the high-profile efforts to be undertaken include:

- Homeless Count: Work with the Census Bureau, City of Los Angeles, other cities, Los Angeles Homeless Services Authority, and other entities, to ensure a full count of the homeless over the three days the Bureau will count this population. This will involve, among other strategies, staging of several "connect and count" events where homeless individuals seeking assistance or meals will be counted.
- Transitional Subsidized Employment (TSE) Program: Coordinate with the Department of Public Social Services and community-based organizations (CBOs) in utilizing funds under the American Recovery and Reinvestment Act (ARRA) to hire workers via the TSE Program, to staff Questionnaire Assistance Centers and/or conduct Census outreach.
- Cesar Chavez Community Service Week: Coordinate County employees to volunteer with CBOs on Census outreach in hard-to-count communities/cities during Cesar Chavez Community Service Week scheduled from March 29 to April 2, 2010.

- Public Service Announcements (PSAs): Develop PSAs targeting hard-to-count populations based on Census message development. This will include filming individual Board of Supervisors (Board) and community leaders to deliver these messages. The messages will stress that the Census is important (it funds critical services), it is easy (10 questions, 10 minutes), and it is safe (the information cannot be shared with anyone for 72 years). PSAs will be aired on closed-circuit television at County facilities where hard-to-count populations receive services, placed on Websites, and in County publications and other print media. Also, PSAs will be aired on the Santa Monica channel and cable stations.
- Departmental Promotional Plans: Coordinate development of County departmental plans that will promote the Census through their general operations from January to May 2010.

Anticipated Results

Improve the accuracy of the Census Count in Los Angeles County.

- Outcomes:
 - A more complete and accurate count of unincorporated area residents;
 - Avoid duplication of effort and supplement Census outreach efforts countywide by coordinating and working with the County's 88 cities, CBOs, business community, and faith-based community to ensure a complete count;
 - A more complete count of homeless and other hard-to-count populations; and
 - Use of County resources to effectively promote the Census.
- Performance Metrics:
 - Non-response rate;
 - Participation of hard-to-count populations; and
 - Federal revenue.

Project Status

Outreach planning and coordination with Board offices, departments, Census Bureau, unincorporated communities, City of Los Angeles, other cities in the County, and non-profit and CBOs is currently underway. Implementation of outreach efforts has also begun.

RISK MANAGEMENT CORRECTIVE ACTION PLANS

Summary Description

CEO Risk Management Branch (Risk Management) will conduct an evaluation of each of the Department of Health Services (DHS) Corrective Action Plans (CAPs) prior to submission to the Board. Risk Management will review each event root cause for the corrective action plan and provide the recommended steps to control, mitigate, or abate the identified event root causes. In addition, by April 2010, Risk Management will use the approach/process established for DHS to review all future CAPs submitted to the Board.

CEO's Role

CEO developed CAP review criteria, timetables for reviews, and approval methodologies in order to assure CAP root causes are adequately identified and corrected. Risk Management reviews applicable documentation, conducts site visits, and interviews appropriate staff to determine if a CAP will adequately prevent future occurrence of identified root causes within the department. Risk Management will maintain a CAP database and provide consultation on DHS CAP-related issues to the Board, Claims Board, and the department.

Anticipated Results

DHS CAPs will be reviewed and approved prior to submission to the Board. This will provide an independent and impartial quality review of submitted CAPs.

➤ Outcomes:

- Decreased DHS CAP continuation ratio;
- Improved DHS CAP quality;
- Potential decrease in litigation settlement delays due to quality issues with CAP;
- Development of standard review/approval criteria;
- Improved quality and timeliness of CAP lessons-learned communication to other County departments;
- Reduction in frequency and/or severity of liability claims; and
- Reduction in cost/expense of liability-related losses.

➤ Performance Metrics:

- Board CAP continuation ratio;
- CEO CAP review duration lag time;
- DHS CAP submission lag time;
- Length of litigation settlement delays;
- Frequency of liability claim; and
- Cost/expense of liability-related losses.

Project Status

Appropriate Risk Management CAP review/approval guidelines have been drafted. Program was implemented in January 2010.

FILM L.A.

Summary Description

The Film L.A. Agreement between the County of Los Angeles and Film L.A. is a non-financial agreement authorizing Film L.A. to coordinate the County's film and still photography permit issuance. The original agreement was executed in 1999 and expired in 2009. Negotiation of a new agreement was necessary to update terms and conditions to reflect current legally required provisions, as well as County policies and procedures. The new Film L.A. Agreement was approved by the Board on November 22, 2009. In addition, proposed revisions to County Code Section 2.118 and related provisions will be amended to reflect the County's current film and still photography permitting process.

CEO's Role

CEO was responsible for facilitating discussions with Board offices, affected County departments, and Film L.A. to update the County film permitting process, and ultimately, for the successful negotiation of the new agreement with Film L.A. CEO continues to facilitate meetings with County Counsel, affected County departments, and Film L.A. to amend the County Code. The County Code will be amended to remove references to the County filming permit coordination office and filming advisory committee, which no longer exist.

Subject to further discussions with County departments, and review of the proposed amendments by the California Film Commission, it is anticipated the amendments will reflect County departments or districts will be responsible for reviewing, approving, and issuing permits for film/still photography; and that the County may contract with third parties for ministerial duties relating to the film/still photography permit coordination process. The Department of Regional Planning (DRP) has recently raised new concerns with regard to environmental clearance on film permit issuance. CEO is working with County Counsel and DRP to clarify DRP's role with regard to environmental clearance on film permit issuance as specified by Title 22.

Anticipated Results

There is a need for and interest in programs, projects, and activities designed to encourage filming and expedite the processing of filming/still photography permits within the County to reduce runaway production and to encourage cooperation between residents, merchants, and film production companies. Film L.A. has demonstrated improved local governmental responsiveness to the film industry and streamlined the respective film permitting operations within the County.

➤ Outcomes:

- Thousands of film production-related jobs will remain in the County;
- County departments will earn revenue from filming on County-owned or leased property; and
- Communication and coordination between residents, merchants, and film production companies will improve.

➤ Performance Metrics:

- Revenue earned from film production by County departments;
- Number of film permits issued in the County; and
- Number of film production complaints/inquiries received.

Project Status

The new Film L.A. Agreement was executed on September 22, 2009. CEO is working with County Counsel, affected County departments, California Film Commission, and Film L.A. to amend the County Code and address DRP's concerns regarding environmental clearance on film permit issuance.

FEASIBILITY OF HAULED WATER TO SERVE NEW RESIDENTIAL DEVELOPMENT

Summary Description

In response to the longstanding Board direction from 2003, a "Report on the Feasibility of Using Hauled Water for New Residential Construction in Select Areas of the County" was issued on September 17, 2009. In order to allow the Board to consider the feasibility of permitting hauled water for residential construction, the report presented the risks associated with the use of hauled water as a primary water source and means for addressing those risks. Consideration was also given to the specific elimination of geographical areas in defined very high fire hazard severity zones and the set of tight criteria that must be met in order for a property owner to pursue the use of hauled water for residential development. On November 3, 2009, on motion of Supervisor Antonovich, the Hauled Water Task Force, chaired by the CEO, was directed to conduct at least four noticed public outreach meetings in the north eastern Santa Clarita Valley and the Antelope Valley regarding the September report and to report back to the Board regarding the input received from the public.

CEO's Role

CEO is the facilitator and chair of the Hauled Water Task Force, which includes representatives from County Counsel and the Departments of Public Health, Public Works, Fire, and Regional Planning.

Anticipated Results

A report to the Board will be prepared summarizing the public input received during the public outreach meetings and through other outreach techniques which are being developed, including paper and electronic survey tools, which may increase the amount of public input. Based upon public input, the Board will determine whether to direct staff to prepare a draft ordinance concerning the use of hauled water for new residential construction along with appropriate environmental documents to assess the environmental impacts of the draft ordinance, and/or pursue other alternatives.

➤ Outcomes:

- Well developed and executed public outreach and education on an issue of importance to the north eastern Santa Clarita and Antelope Valleys;
- Informed public input on the issue; and
- Analysis of the public input which will allow the Board to make a publicly informed decision on next steps.

➤ Performance Metrics:

- Number of publicly noticed hearings;
- Number of people attending the meetings;
- Number of other public outreach events, e.g. newspaper stories, town council and other community based meetings; and
- Number of affected members of the public providing input.

Project Status

Planning and logistical work is underway to schedule and implement the public outreach and education process, including the noticed meetings. A PowerPoint presentation has been drafted, the format for public information notices has been identified, and a survey form is being developed. The meetings will take place in March with a report to the Board in late April or early May.

CONSOLIDATION/ELIMINATION OF THE OFFICE OF PUBLIC SAFETY

Summary Description

On December 15, 2009, your Board approved the CEO's recommendation to: (1) consolidate the Office of Public Safety (OPS) duties and functions into the Los Angeles Sheriff's Department (LASD) and eliminate OPS effective June 30, 2010; and (2) approve the Phase II Study of OPS which involves LASD examining in greater detail Phase I estimates and evaluating OPS personnel.

CEO's Role

CEO requested a Feasibility Study to determine if there was a more efficient way to provide law enforcement/security services in the County. The Phase I Feasibility Study involved: the examination of OPS' current organizational structure and development of a plan to secure effective leadership, efficient policing services, competitive salaries for OPS personnel, a review of existing service levels, and an analysis of a recommended service level for client departments/agencies with cost and staff estimates.

As a comparison, CEO also evaluated the option of whether an independent department was viable. A classification/compensation and organizational review of OPS was conducted resulting in the recommendation to add new and additional administrative, technical and law enforcement positions to meet the administrative and operational requirements of a fully independent department.

Anticipated Results

By consolidating these two organizations, there will be a centralized system for the collection and storage of evidence, data, and records, as well as an increase in flexibility to prioritize the deployment of staff within the community. Recruitment and retention issues within OPS will also be resolved by employing more efficient hiring practices.

➤ Outcomes:

- A single point-of-contact system to resolve operational issues due to overlapping jurisdictional boundaries;
- Improved officer training, discipline, and performance;
- Improved management of operations by eliminating duplicate administrative functions and improved use of law enforcement resources;
- Improved retention of personnel and recruitment of quality personnel; and
- Improved effectiveness of the overall operation by reducing criminal activity, increasing case resolution and conviction rates.

➤ Performance Metrics:

- Transition of OPS sworn and civilian personnel into LASD - June 30, 2010;
- Elimination of artificial boundaries (service areas of OPS and Sheriff's Department overlap);
- Cases resolved; and
- Conviction rates.

Project Status

In progress. Implementation status:

➤ Phase I

- Assemble OPS Transition Team/Workgroup.

➤ Phase II

- Detailed review of OPS functions and staff;
- CEO monitor/oversight; and
- Report back to the Board.

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01/28/2010